

SECRET

23 DEC 1969

MEMORANDUM FOR: Chief, Real Estate and Construction Division,
OL

SUBJECT : PCS Field Assignment Report - South Vietnam

In accordance with RECD/SOP 22-1 of 18 September 1968, this is a report covering my tour in South Vietnam. My assignment was Deputy Chief of Engineering from 22 November 1967 to 26 May 1968 and Chief of Engineering from 26 May 1968 to 19 July 1969.

A. DUTIES AND/OR MISSION

The mission of the Engineering Office is to provide internal management, technical guidance, and support for all engineering programs in South Vietnam. Specifically:

- | | |
|--|---|
| RECD
C
YDC
EX
SAC
SA
C/RE
RO
W 1/7/70
1/24/69
APPROVAL
COMMENT
CONCURRENCE
INFORMATION
PREPARE REPLY
RETURN
FILE | (1) The control and reporting of all engineering projects estimated to exceed \$1,000 U.S.

(2) The administration/coordination of all engineering contracts over \$1,000 U.S.

(3) The preparation/review and approval of all drawings and specifications for all engineering projects estimated to exceed \$1,000 U.S.

(4) Delegation of control over projects estimated to cost less than \$1,000 U.S. was given to the Regional Engineers and our Maintenance Superintendents. |
|--|---|

B. GENERAL ACCOMPLISHMENTS DURING THE PCS PERIOD

Major accomplishments during my PCS tour were in refinements in the management of the engineering effort in Vietnam. Specifically these accomplishments were:

- (1) Revising the Station Construction Directive to improve control over engineering projects.
- (2) Development of an unclassified engineering instruction to provide procedures and guidelines for use by all engineering personnel in the field.
- (3) Reassignment of field personnel to keep pace with regional shifts in workload.

SUBJECT: PCS Field Assignment Report - South Vietnam

C. The remainder of my report is submitted in the below listed appendixes:

APPENDIX A - Engineering Program Trends

APPENDIX B - Techniques Used in Handling Successful Assignments

APPENDIX C - Problem Areas

APPENDIX D - Lessons Learned and Items of Particular Interest to Successors

APPENDIX E - Job Qualifications

APPENDIX F - Current Table of Organization

APPENDIX G - New Facilities Constructed and Significant Alteration and Maintenance Projects

It is recommended that RECD/SOP 22-1 be amended to include a section for PCS report covering engineering program trends; such a section could assist management in programming future assignments.

25X1A

Distribution:

- Orig - Addressee w/appendixes
- 1 - OL/RECD Official w/appendixes
- 1 - OL/RECD Briefing File w/appendixes
- 1 - OL/RECD/EB Chrono w/appendixes

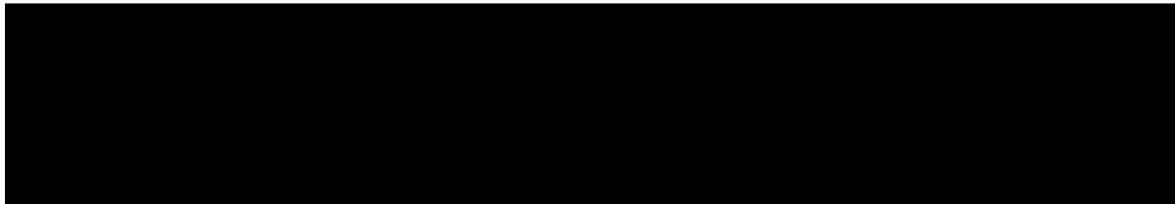
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OL/RECD/E: eac/3023
(18 December 1969)


This subject will be discussed in three parts. The first will cover trends in engineering projects over \$1,000 U.S. which were under control of the Engineering Office in Saigon. The second part will cover engineering projects under \$1,000 U.S. and the maintenance programs as these were controlled by the Region Engineers and the Maintenance Superintendents. The third part will cover personnel requirement trends.


1. Projects over \$1,000 U.S.

The trend of engineering projects during my tour increased approximately threefold from November 1967 to the first of 1969 and then started to decline. A good illustration of this is the following recapitulation taken from our Construction Status Reports as submitted to Headquarters:

	Approved Projects & Funds Allotted	Proposed Pro- jects & Est. Cost	Proposed Projects With No Est. Cost	Total Projects & Cost
1 Dec 67				
1 Jul 68				
1 Jan 69				
1 Jul 69				
1 Aug 69				

The increase in projects between December 1967 and January 1969 can be attributed primarily to the following:

- a. Increases in Regional Staffs requiring either new or expanded office and quarters facilities.
- b. PRU construction and expansion programs.
- c. Implementation of the Pheonix construction program.
- d. Implementation of an accelerated electrical rehabilitation program upon the arrival of the Deputy Chief, Mr. Joe  in June 1968.

Although not of primary concern in number of projects but very significant in the monetary total was the undertaking of six projects in the  Training program for CORDS, at an approximate cost of \$625,000. The major portion of this program is either under construction or awaiting the availability of land.

The decrease in projects between January 1969 and the present can be attributed primarily to the following:

f. Adequate facilities to accommodate provincial staffs had been developed in most provinces.

g. Proposed reduction in the number of provinces where this agency will retain a staff.

h. Transfer of the Phoenix construction program in early 1969.

i. Transfer of the RDC program on 30 June 1969.

I would anticipate a continued reduction in this category of engineering projects through this fiscal year with a probable leveling off to the approximate level of December 1967. This assessment is based on the following factors:

k. Reduction in Station personnel.

l. Proposed transfer of the PRU program on 30 June 1970.

m. Anticipated completion of the CORDS program by the end of FY 1970.

New construction will probably be limited to replacing facilities because of lease terminations or for security reasons. Acquiring new leased properties may decrease with a reduction in Station personnel, which would reduce the number of renovation projects. The Fiscal Year 1970 Engineering Budget for the Station was composed primarily of projects updating living and office facilities. This should also result in a reduction of projects after the current Fiscal Year.

I can not envision any future, major construction program unless the Agency undertakes future programs such as the Phoenix, RDC or PRU, and/or we undertake construction for other U.S. Government agencies such as the current program for CORDS.

2. Projects under \$1,000 U.S. and the Maintenance Program

Because of the lack of a maintenance management program throughout Vietnam, statistics are not available for proper analysis of work under \$1,000 U.S. Maintenance forces are functioning throughout Vietnam in varying degrees; however, the concentration of effort was primarily directed towards the management of projects over \$1,000 U.S. because of the magnitude of this program.

The aim of the Engineering Office was and still is the implementation of a sound maintenance management program throughout Vietnam as the level of projects over \$1,000 U.S. reduces. The first step in this direction was taken with the Building Maintenance Unit, Saigon, just prior to my departure. We were in the process of changing the system to reflect the pilot, controlled maintenance program established by the Agency at [REDACTED] in 1958. Ultimately this system should

be installed throughout Vietnam. The establishment of proper maintenance record systems and improved control of work is mandatory because of the tighter budgetary restrictions being placed on the Station.

3. Personnel Requirements.

On my arrival in Vietnam the engineering force was composed of the following key professional and subprofessional personnel:

25X1A

	SAIGON	REGION I	REGION II	REGION III	REGION IV	REGION V
a. U.S. Staff Engineers						
(1)	x					
(2)	x					
b.						
(1)		x				
(2)			x			
(3)				x-----	x-----	---x
c.						
(1)						
(2)						
(3)		x				
(4)		x			x	
d.						
(1)	x					
(2)	x					
(3)				x		
e.						
(1)		x				
(2)			x			

NOTES:

c(4) - Assigned as Regional Engineer

d(1) - Chief, Bldg. Maint. Unit, Saigon

d(2) - Construction Foreman in charge of the two construction crews operated directly under the Saigon Office

e(1) - Under the direction of the Region I Logistics Officer

d(3) - Not a professional maintenance superintendent - a supply type.

Upon my departure the engineering force was composed of the following personnel:

25X1A

	SAIGON	REGION I	REGION II	REGION III	REGION IV	REGION V
a. U.S. Staff Engineers						
(1) [REDACTED]	x					
(2) [REDACTED]	x					
b. [REDACTED]		x	x			
(1) [REDACTED]				x		x
(2) [REDACTED]					x	
c. [REDACTED]						
(1) [REDACTED]	x					
(2) [REDACTED]	x			x		x
(3) [REDACTED]	x					
(4) [REDACTED]	x					
(5) [REDACTED]	x					
d. [REDACTED]		x				
(1) [REDACTED]	x		x			
(2) [REDACTED]	x					
(3) [REDACTED]		x				
e. [REDACTED]						
(1) [REDACTED]	x					
(2) Vacancy				x		
(3) Vacancy			x			
(4) Master Elect.	x					
(5) Master Elect.	x					
f. Approximate Indigenous Employees						x

NOTES:

25X1A

d(1) - Chief, Bldg. Maint. Unit, Saigon

d(2) - Deputy Chief, Bldg. Maint., Saigon

e(2) - Temporarily filled by a Vietnamese Construction Super. from the Bldg. Maint. Unit, Saigon

a. Quality of non-Agency, Engineering Personnel:

(1) U.S. Contract Engineers. The three engineers under contract with [REDACTED] were of an outstanding quality. All three men are very versatile, industrious, competent, and will undertake any task assigned to them without complaint. The engineering program in Vietnam prospered because of these three men. 25X1A

(2) TCN Personnel. On the whole the TCN personnel assigned to the engineering force are very good technically. This has been achieved, particularly in the maintenance personnel, through a means of trial and error as the quality of these personnel hired by [REDACTED] the firm contracted with to provide [REDACTED] personnel, are not always the best. Because of their inability to cope with U.S. personnel, the [REDACTED] personnel were most effective when under the direct supervision of one of our U.S. engineering personnel. 25X1A

b. Future Personnel Requirements

Although the OP RED exercise may very well cause a reduction in U.S. engineering program slots, the engineering programs in Vietnam will suffer if reductions are made at this time or as long as the Agency retains a large number of facilities. Proper engineering program management and development of a maintenance program depends on retention of the present number of U.S. personnel.

With an envisioned reduction in major engineering projects and more emphasis being placed on the maintenance program, I feel that the following personnel actions would be logical:

(1) Replace two of the [REDACTED] with maintenance superintendents through the [REDACTED]

(2) Reduce the number of TCN engineers--based on the design load.

(3) Replace U.S. personnel losses through OP RED with [REDACTED] personnel.

1. Engineering Salesmanship

Probably the most important part in managing an engineering effort as extensive as Vietnam is selling your product to the field. We accomplished this in Vietnam by the following techniques:

- a. Establishing and maintaining excellent ^{report} repore with the various region, base, and program support offices.
- b. Briefing and/or updating Province Officers on available engineering services and changes in engineering programs on each trip to a province or on their visits to the Engineering office, Saigon. We continually stressed utilizing their Region Engineers services on all engineering matters.
- c. Improving communications with our field personnel.
- d. Maintaining a quick response to field requests.
- e. Developed an Engineering Instruction for use in the field (see Section 2 below).

2. Unclassified Engineering Instruction

Prior to the preparation of this Instruction (Attachment A to this Appendix) the only written guidelines available to the field were contained in a classified Station Directive. Consequently these guidelines were not available to the indigenous and TCN supervisors for their consumption.

We developed this instruction primarily for use by the engineering field forces. In this instruction we covered, in detail, administrative and precedural phases of the engineering programs. It was not only well received by the engineering forces but a copy was issued to each Support officer in Vietnam and became a very useful tool for them as it covered:

- a. Detailed procedures in development and management of a project.
- b. The financial phase of projects.
- c. A comprehensive picture of the responsibilities and requirements of the engineering field offices by which the Support offices could evaluate their performances.

Although written exclusively for use in Vietnam, this instruction may be a useful guide in the establishment of future similar area type programs.

3. Revision to the Station Construction Directive.

The Station Construction Directive (Attachment B to this appendix) initiated during 1964 and 1965 was a very necessary and very useful

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management tool for the administration of the engineering programs in South Vietnam. Shortly after my arrival it became evident that certain areas in this directive require modification to insure better administrative control over the various engineering programs. Attachment C to this Appendix contains my reasons for proposing a revision to the initial directive. One of my goals (which was not enumerated in Attachment C) was to establish a system that would be workable when tighter budgetary controls were imposed on the Station. Attachment D to this Appendix, a copy of the revised directive, represented the cumulative efforts of the Finance Office, Deputy Chief of Logistics (Mr. Eikleberger) and the Engineering office. Benefits devised from the revised Station Directive were:

a. Control over alteration and repair projects, particularly the area of renovations to newly leased property and the 40% desired limitation on initial renovation costs.

b. The mandatory assignment and reporting of projects by Project Number enabled the Finance Office to better identify specific project costs.

c. The submission of the Engineering Project Completion Form, a new requirement, resulted in:

(1) Finance office releasing excess funds immediately after completion of the project.

(2) Provided cost accounting data for proper reporting to Headquarters.

(3) Provided necessary historical data to the Engineering office for better preparation of budget submissions. The development of ratios for construction contracts and direct hire labor which required funds and in-house labor and material which were reflected in the Station labor and PRA line items, respectively, of the overall Station Budget, eliminated duplications in the budget requests and permitted the Engineering office to forecast more effectively.

d. The assignment of object classifications by the Engineering office enabled the Finance office to accumulate costs by proper category and was of great assistance to the Engineering Office in preparing budget submissions.

4. Revising Reporting Procedure for the Monthly Construction Status Report

Prior to my departure from the U.S.A. in November 1967 I was advised by RECD that the construction program was 93% complete with an anticipated completion of the program in December 1967. I was further advised that with the completion of the construction program I was to concentrate on the development of a maintenance system.

Immediately upon my arrival in South Vietnam it was evident that this advise was in error. The previous Station Construction Status

Report had shown only significant projects and no projects in the planning stages, which obviously did not present a clear picture to RECD. This is best illustrated by a comparison between the reports of 1 November 1967 and 1 December 1967, with the latter presenting a complete picture of the construction program.

1 November

- a. 26 approved projects representing a total cost of - \$596,924
- b. no projects in the planning stage

1 December

- a. 37 approved projects representing a total cost of - \$867,589
- b. 13 projects in the planning stage (not approved to date) of which 7 were estimated at - \$287,710
- c. Total Cost for approved and projected projects -- \$1,155,299

In addition to presenting as comprehensive a picture as possible of the construction program, we also instituted the reporting of all field trips by both the Chief and Deputy Chief of Engineering beginning with the report of 1 January 1968. This enabled RECD to better evaluate our performance.

For the average station, preparation of this report is not a major chore as it consists of only several sheets. At the peak of our program, this report totalled a maximum of 20 pages. Because the engineering office had only indigenous clerks, the entire report was prepared monthly in its entirety, by either the Chief or Deputy Chief, Engineering.

Suggested that RECD revise this report along the lines of our weekly field reports, described in Attachment A to this appendix. The RECD did revise the reporting format which eliminated the complete preparation each month and permitted revising the previous month's report. This change in format greatly reduced the amount of time spent in the preparation of this report.

FOREIGN REAL PROPERTY REPORT

Approved For Release 2001/07/12 : CIA-RDP78-06632A000300040006-3

ASSIGN A PERMANENT IDENTIFICATION
NUMBER OR NAME AND USE IT IN ALL
FUTURE REPORTS AND CORRESPONDENCE
CONCERNING THIS PROPERTY

LOCATION OF PROPERTY		USE OF PROPERTY (Check One)	
CITY	COUNTRY	ADMINISTRATIVE	PROPRIETARY
COMPLETE		OPERATIONAL	

DESCRIPTION OF PROPERTY AND FACILITIES (See Reverse Side For Instructions)

COMPLETE

METHOD USED TO ACQUIRE PROPERTY (Check Method And Fill In Appropriate Items)

ASSIGNMENT <input type="checkbox"/>	NAME OF ORGANIZATION ASSIGNED FROM		TERMS (Dates From & To, Indefinite)	
	TYPE OF AGREEMENT (Permit, License, Memo of Understanding, Oral, Etc.)			
LEASE <input type="checkbox"/>	TERMS (Dates From & To, Indefinite)		RENEWAL TO (Date)	
	ANNUAL RENT \$	UTILITIES & SERVICES INCLUDED IN RENT (Gas, Heat, Water, Electricity, Janitorial Service, Etc.)		
PURCHASE <input type="checkbox"/>	DATE OF PURCHASE		PURCHASE PRICE \$	
	INCIDENTAL EXPENSES (Attorney Fees, Surveys, Appraisals, Etc.)			

OTHER COSTS

COMPLETE THESE ITEMS IN ALL CASES	ANNUAL MAINTENANCE ESTIMATE \$	COMPLETE THESE ITEMS WHEN APPROPRIATE	KEY MONEY \$
	ANNUAL UTILITIES ESTIMATE \$		REFUND OF KEY MONEY \$
	ANNUAL SERVICES ESTIMATE (Janitors, Guards, Etc.) \$		OTHER (Specify) \$

LIVING QUARTERS

COMPLETE ONLY IF REPORT IS FOR QUARTERS LEASED UNDER PROVISIONS OF FR 45-1050	NAME OF OCCUPANT		RATING
	NUMBER OF DEPENDENTS		ANNUAL QUARTERS ALLOWANCE ENTITLED \$

MAJOR CHANGES AFTER ACQUISITION (See Reverse Side For Instructions)

DISPOSAL OF PROPERTY

EFFECTIVE DATE	SUM OF MONEY RECEIVED FROM SALE, EXCHANGE, ETC. \$
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REMARKS

Use this space to complete answers to items for which space was insufficient; or give details or explanations not shown elsewhere.

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CONTINUED ON REVERSE SIDE

REPORT SUBMITTED BY

SIGNATURE	TITLE	STATION	DATE
-----------	-------	---------	------

INSTRUCTIONS

Approved For Release 2001/07/12 : CIA-RDP78-06632A000300040006-3
UNDER "DESCRIPTION OF PROPERTY AND FACILITIES"

Fill in the type of property, size, type of construction, condition, available facilities, appurtenances, etc. Photographs, maps and plats may be attached to supplement the description.

Examples of descriptions:

1. RESIDENCE OR QUARTERS

- a. One story detached house containing 3 bedrooms, living room, dining room, library or study, kitchen, 2 baths, servants room, basement and attached garage. Located on lot approx. 200'x300'; wood construction; good condition.
- b. Apartment consisting of living-dining room combination, bedroom, bath and small kitchen; located in large brick apartment building; excellent condition. Elevator, heat, and air-conditioning services furnished. Parking area adjacent to building.

2. OFFICE AREA

Office space consisting of 10 rooms, approx. 20,000 sq. ft.; located on 10th floor of modern brick building in fair condition. Elevator, heat and janitorial services furnished. Parking area adjacent to building.

3. WAREHOUSE OR STORAGE

One story concrete block warehouse; approx. 25,000 sq. ft.; 500,000 cu. ft.; 20 ft. ceilings; unlimited floor load; 3 rooms for offices; excellent condition; located on 2 acres of land, fenced for additional outside storage. Railroad spur to platform; paved roads to main highway.

UNDER "MAJOR CHANGES AFTER ACQUISITION"

List improvements, alterations, or major repairs made after acquisition of property. Give description, approx. cost, and date completed.

Example: Installation of kitchen sink, \$300.00, completed 15 January 1954.

REMARKS CONTINUED

APPENDIX I

FOREIGN REAL PROPERTY REPORT

1. FORMAT - The form to be used is ATTACHMENT I to this APPENDIX.
2. SUBMISSION - One partial rough draft will be prepared by the Engineering Office, Saigon and submitted to the Real Estate & Housing Office upon receipt of the Engineering Project Completion Form.
3. PREPARATION - Only those sections so indicated on ATTACHMENT I will be completed by the Engineering Office, Saigon. The following points are offered for guidance in preparation of this report:
 - A. CITY - Insert City and Province
 - B. COUNTRY - Insert "Republic of Vietnam".
 - C. DESCRIPTION - See reverse side of report form for instructions.
 - D. PURCHASE -
 - (1) DATE OF PURCHASE - Insert date as obtained from either 4e or 5c on the Engineering Project Completion Form
 - (2) PURCHASE PRICE - Insert cost as obtained from either 4b(6) and/or 5b(4) on the Engineering Project Completion Form.
 - (3) INCIDENTAL EXPENSES - Insert cost of surveys, studies and/or design ONLY when performed by contract.

ENGINEERING PROJECT COMPLETION FORM

PROJECT NUMBER: _____ DATE: _____

1. PROJECT DESCRIPTION: _____

2. a. CITY: _____ b. PROVINCE: _____

3. a. COST CODE: _____ b. OBJECT CLASSIFICATION: _____

4. PERFORMED BY CONTRACT - CONTRACT NUMBER: _____

a. Date Construction Started: _____

US\$ COSTS

PIASTER COSTS

b. Contract Amount

1) Original Contract Cost-----DIRECT-----

2) Total Modifications:-----DIRECT-----

3) GFM-----

4) Cost for Special Airlift

(for either labor and/or material)-----

5) Salvage or Free Materials

(estimate cost)-----

6) Final Cost (Total b(1) thru b(5))-----

c. Construction Time (in days):-----

d. Date of Beneficial Occupancy:-----

e. Date of Final Acceptance:-----

f. Approval Date of Final Payment:-----

g. Liquidated Damages: Yes _____ No _____

h. Name of Contractor: _____

Address of Contractor: _____

i. Contractor Rating: _____

5. COMMERCIAL UTILITY INSTALLATIONS

a. Electrical -----

b. Water -----

6. PERFORMED IN-HOUSE

a. Date Construction Started:-----

b. In-House Costs

1) Cost of Materials

a) From Local Procurement

Sources:-----

b) From Stock:-----

c) Salvage or Free Materials

(Estimated Costs):-----

2) Cost of Labor

a) Permanent Employed Personnel

(In-House Labor)-----

b) Temporary hire labor-----DIRECT-----

3) Cost for Special Airlift

(for either labor and/or material)-----

4) Final Costs (Total b(1) thru b(3))-----

c. Date Project Completed:-----

d. Construction Time (in days):-----

7. TOTAL PROJECT COST (4b (6) + 5a + 5b + 6b (4))-----

I certify this project is complete and that all costs have been shown.

Signature _____

DISTRIBUTION:

Original + 1 - Engineering Office, Saigon

NOTE: Do Not Convert Cost from US dollars to Piasters or Piasters to US dollars.
Show costs in the appropriate column.

FROM: Engineering Office, Saigon.

Copy forwarded to Finance Office, Saigon on _____

(ATTACHMENT H)

PROJECT NUMBER: _____ DATE: _____

1. PROJECT DESCRIPTION: _____

2. a. CITY: _____ b. PROVINCE: _____

3. a. COST CODE: _____ b. OBJECT CLASSIFICATION: _____

4. PERFORMED BY CONTRACT - CONTRACT NUMBER: _____

a. Date Construction Started: _____

b. Contract Cost: _____

1) Original Contract Cost: _____

2) Total Modifications: _____

3) Fee: _____

4) Cost for Special Airlift
(for either labor and/or material): _____

5) Salvage or Free Materials
(estimate cost): _____

6) Final Contract Cost: _____

c. Construction Time (in days): _____

d. Date of Beneficial Occupancy: _____

e. Date of Final Acceptance: _____

f. Approval Date of Final Payment: _____

g. Liquidated Damages: Yes _____ No _____
Amount Assessed: _____

h. Name of Contractor: _____

Address of Contractor: _____

i. Contractor Rating: _____

5. PERFORMED IN-HOUSE

a. Date Construction Started: _____

b. In-House Costs _____

1) Cost of Materials _____

a) From Local Procurement
Sources: _____

b) From Stock: _____

c) Salvage or Free Materials
(Estimated Cost): _____

2) Cost of Labor _____

a) Permanent Employed
Personnel: _____

b) Temporary hire: (Date) _____

3) Cost for Special Airlift
(for either labor and/or material): _____

4) Total In-House Costs: _____

c. Date Project Completed: _____

d. Construction Time (in days): _____

6. TOTAL PROJECT COST (4b (6) + 5b (4)): _____

I certify this project is complete and that all costs have been shown.

Signature

ATTACHMENT 1
(APPENDIX H)

ATTACHMENT 1
(APPENDIX H)

APPENDIX H

ENGINEERING PROJECT COMPLETION FORM

1. FORMAT - The form to be used is Attachment 1 to this APPENDIX. Copies are available from the Engineering Office, Saigon.
2. PURPOSE - This Form was designed to accomplish two purposes: (1) provide the Engineering Office, Saigon with a recapitulation sheet for all completed projects for use in final reporting and completing project files, and (2) provide the Finance Office a means by which they can release excess funds that were allocated for each project. This form is not intended to provide an accurate accounting record of the final costs for a project but merely a reasonably close record of the total value.
3. SUBMISSION - The original and one copy on all projects over \$1,000.00US to be forwarded to the Engineering Office, Saigon with either the Weekly Project Status Report on which it is reported complete (preferable) or not later than the next Weekly Report. For projects between \$100.00 - \$1,000.00US one copy to the Regional Finance Officer.
4. PREPARATION - Although this Form is self explanatory the following points are offered for guidance in preparation of this form:
 - A. Items 3a & b - For projects over \$1,000.00 this information may be obtained from the approved copy of the project request that is forwarded to the requesting Region or Base. For projects under \$1,000.00 the cost code may be obtained from the Region or Base Finance Office and the Object Classification is determined by the Field Office handling that project. (See Appendix B).
 - B. Items 4b(1), (2) - For projects over \$1,000.00US these items will be filled in by the Engineering Office, Saigon, IF there is any doubt as to the actual amount.
 - C. Item 4b(3) - If unable to obtain the actual cost from your Logistics Office then insert a well educated guess.
 - D. Item 4b(4) - This may be obtained from your Air Operations Officer.
 - E. Item 4b(5) - See Appendix D, 1D(2)(b).
 - F. Item 4i - A concise rating (i.e. - excellent, good, unsatisfactory, etc) and a statement as to whether the Contractor should be permitted to continue bidding on future contracts. If the rating is unsatisfactory please attach an explanation of your reasons for such a rating.

APPENDIX H - PAGE 2

- G. Items 5b(1)(a) & (b) - See C above.
- H. Item 5b(1)(c) - See E above.
- I. Item 5b(2)(a) - It is not necessary to compute the actual pay rate of each employee working on a project. To simplify record keeping develop an average rate of pay for each trade and use this rate times the time spent by each trade on the project. Because of in-grade step increases these rates should be revised semi-annually. Insure that per-diem costs are included in your total labor cost.
- J. Item 5b(2)(b) - This figure should be accurate and may be obtained from either your Finance Office or from your receipts for advances.
- K. Item 5b(3) - See Appendix D, 1D(2)(b).
- L. This Form must be certified by the appropriate Field Office American Supervisor.

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Prepared By -

[illegible]

DATE:

Weather :

Project No. :

Equipment:

Project title:

Location :

Contractor :

LABOR

MATERIAL

Classification	No.	Type	Unit	Quantity
Supervisor				
Foreman				
Mason				
Carpenter				
Electrician				
Painter				
Plumber				
Steelman		Working Time: To		
Tinsmith		And : To		
Laborer		Inspection Time: To		
Total Number				

Work Performed:

Remarks

Recommendations:

Inspector

APPENDIX E

REQUIREMENTS AND GUIDELINES FOR ENGINEERING PROJECTS
UNDER \$1,000.00US.

1. Although the Engineering Section, Saigon, may assist in conducting surveys or design of projects in this category, they will not normally become involved in the actual accomplishment unless their construction forces are involved. APPENDIX D will apply to these projects with the following exceptions:

- A. LAND APPROVAL - Will apply.
- B. PROJECT SURVEY - Not necessary to submit to Engineering Office, Saigon unless their construction forces are to accomplish the project.
- C. PROJECT DESIGN - Same as B above.
- D. PROJECT ESTIMATE - Will apply.
- E. PROJECT NUMBER ASSIGNMENT - Project numbers or Job Order numbers will be assigned by the appropriate Field Office unless accomplishment to be by the Engineering Section, Saigon, in which case that office will assign a Project Number. A recommended system of numbers for Regions is IV (Region No.) - 110 (numerical sequence starting with 100) - 69 (Fiscal Year in which assigned).
- F. CONTRACT ADMINISTRATION - Will apply.
- G. STATUS OF FUNDS - Will apply.
- H. REPORTING -
 - (1) WEEKLY PROJECT STATUS REPORT - Projects in this category will not be reported by the Field Office on this report.
 - (2) ENGINEERING PROJECT COMPLETION FORM - One copy for projects between \$100.00 - \$1,000.00US to the Region or Base Finance Office.
 - (3) REGION OR BASE REQUIREMENTS - Whatever reports are required by the area command. Only if you prepare a monthly report, forward a copy of this to the Engineering Section, Saigon.

APPENDIX E - PAGE 2

1. PROJECT APPROVAL - If projects in this category are to be accomplished by the Engineering Section, Saigon, forward a copy of the project approval for their files.
2. Insure that either Project Numbers or Job Order Numbers, when assigned, appear on all correspondence, plans, etc. Project Numbers or Job Order Numbers MUST appear on all obligation documents (i.e., requisitions, contracts, etc.).

APPENDIX F

REQUEST FOR PROJECT APPROVAL

1. FORMAT - The formats to follow are Attachments 1, 2, 3 & 4 to this Appendix. Copies of these formats may be obtained from the Engineering Office, Saigon.
2. SUBMISSION - For each project with an estimated total value in excess of \$1,000.00 US.
3. PREPARATION - Request for project approvals are normally prepared by offices other than Engineering. At times the Engineering Offices may be required to prepare or assist in the preparation of such a request. Although this format is self explanatory the following points are offered as a guideline in the preparation of this format:
 - a. SUBJECT - Use only one of the three types of projects shown (Construct/Alter/Repair). If the project is composed of more than one type, use the one that represents the major cost. The Subject may be written in four different ways, depending on whether this is (1) an initial request requiring an allocation of funds (See Attachment 1 to this Appendix), (2) an initial request requiring no allocation of funds (See Attachment 2 to this Appendix), (3) request for additional approval and funds (See Attachment 3 to this Appendix), and (4) request for additional approval requiring no additional funds (See Attachment 4 to this Appendix).
 - b. PARAGRAPH 2a - JUSTIFICATION - This section should be concise but with sufficient detail to permit proper evaluation by the approving authority. If the project is for the renovation of leased quarters or office/quarters, include in this section the annual rent and if the project exceeds 10% of this annual figure a statement to that effect.
 - c. PARAGRAPH 2b - ESTIMATED COST - Only include in the request those line items that are applicable.
 - d. PARAGRAPH 3 - This paragraph may be written in four different ways, depending on the type of request (see 3A above).
 - e. FINANCE CERTIFICATION - This certification is required only when an allocation of funds is required. Attachments 1 and 3 to this Appendix contain this certification, Attachments 2 and 4 do not.
 - f. APPROVAL SECTION - The level of approval is based on the total cost of a project and not on the funds requested. Where additional approval is being requested, the level of

approval is based on the total increased cost of the project and not on the increased cost alone (i.e. a project is approved in the amount of 400,000.\$VN and later a request is submitted to increase the project by 100,000\$VN to a new total cost of 500,000\$VN. The level of approval for the later request is based on the 500.000\$VN figure and not on the 100,000\$VN figure).

(CONFIDENTIAL WHEN FILLED IN)

(Sample format for Request for Project Approval)

MEMORANDUM FOR:

THROUGH : Station Engineer
Chief, Finance

SUBJECT : Request for Project Approval and Allocation of Funds to
(Construct/Alter/Repair) (type of facility) at (City/Town/
Hamlet) in (Province).

25X1A

1. This memorandum contains a recommendation for action.
2. This paragraph should be constructed by the [REDACTED] to include, but not be limited to, the following:
 - a. Justification
 - b. This project to be accomplished by (Contract/In-House Forces).
The estimated cost for this project as prepared by (name of person or organization) is as follows:

(For In-House Projects)

(1) Direct Costs	- Labor	-----
(2) Indirect Costs	- Material	-----
	Labor	-----
	Special Air Lift	-----
	TOTAL	-----

(For Contracts)

(1) Direct Costs	- Contract	-----
(2) Indirect Costs	- GFM	-----
	Special Air Lift	-----
	TOTAL	-----

(Funds to be specified in VN\$ unless specially to be paid in US\$).

3. It is recommended that this project be approved in the amount of
(Total Cost in VN\$ or US\$) and that funds in the
amount of (Direct Cost only in VN\$ or US\$) be allocated
for this project.

25X1A

/Signed [REDACTED] or Division Chief
Title

(CONFIDENTIAL WHEN FILLED IN)

(CONFIDENTIAL WHEN FILLED IN)

(Sample format for Request for Project Approval)

Attachments: (When Applicable)

- A. Province Officer's Project Request
- B. Estimate of Costs including cost breakdown and comments by Area Engineer.
- C. Proposed Project Layout/Plan
- D. Land Approval Documents

I certify that this project can be accomplished within the amounts shown in paragraph 3 above. Project Number _____ & Object Classification _____.

Station Engineer

Date:

I certify that funds in the amount of _____ (VN\$ or US\$) are available and allocated for the above project.

Chief, Finance

Date:

Cost Code: _____

Total U.S. Dollars: _____

APPROVED:

(Appropriate Approving Authority-see APPENDIX A to STA-DIR 45-16)

Date:

(CONFIDENTIAL WHEN FILLED IN)

ATTACHMENT 1 - PAGE 2
(APPENDIX F)

(CONFIDENTIAL WHEN FILLED IN)

(Sample format for Request for Project Approval)

MEMORANDUM FOR:

THROUGH : Station Engineer

SUBJECT : Request for Project Approval to (Construct/Alter/Repair)
(type of facility) at (City/Town/Hamlet) in (Province).

25X1A

1. This memorandum contains a recommendation for action.
2. This paragraph should be constructed by the [REDACTED] to include, but not be limited to, the following:
 - a. Justification
 - b. This project to be accomplished by (Contract/In-House Forces).
The estimated cost for this project as prepared by (name of person or organization) is as follows:

(For In-House Projects)

(1) Direct Costs	- Labor	_____
(2) Indirect Costs	- Material	_____
	Labor	_____
	Special Air Lift	_____
TOTAL		_____

(For Contracts)

(1) Direct Costs	- Contract	_____
(2) Indirect Costs	- OFM	_____
	Special Air Lift	_____

(Funds to be specified in VN\$ unless specially to be paid in US\$).

3. It is recommended that this project be approved in the amount of _____
(Total Cost in \$VN or US\$) with no allocation of funds required for this project.

/Signed [REDACTED] or Division Chief,
Title

25X1A

(CONFIDENTIAL WHEN FILLED IN)

ATTACHMENT 2
(APPENDIX F)

(CONFIDENTIAL WHEN FILLED IN)

(Sample format for Request for Project Approval)

Attachments: (When Applicable)

- A. Province Officer's Project Request
- B. Estimate of Costs including cost breakdown
and comments by Area Engineer
- C. Proposed Project Layout/Plan
- D. Land Approval Documents

I certify that this project can be accomplished within the amounts shown
in paragraph 3 above. Project Number _____ & Object Classifica-
tion _____.

Station Engineer

Date:

APPROVED:

(Appropriate Approving Authority-see APPENDIX A to STA. DIR. 45-16)

Date:

(CONFIDENTIAL WHEN FILLED IN)

ATTACHMENT 2 - PAGE 2
(APPENDIX F)

(CONFIDENTIAL WHEN FILLED IN)

(Sample format for Request for Project Approval)

MEMORANDUM FOR:

THROUGH : Station Engineer
Chief, Finance

SUBJECT : Request for Additional Project Approval and Additional
Allocation of Funds to (Construct/Alter/Repair) (type
of facility) at (City/Town/Hamlet) in (Province),
Project No. _____.

25X1A

1. This memorandum contains a recommendation for action.
2. This paragraph should be constructed by the [REDACTED] to include, but not be limited to, the following:
 - a. Justification
 - b. This project to be accomplished by (Contract/In-House Forces).
The estimated cost for this project as prepared by (name of person or organization) is as follows:

(For In-House Projects)

(1) Direct Costs	- Labor	_____
(2) Indirect Costs	- Material	_____
	Labor	_____
	Special Air Lift	_____
TOTAL		_____

(For Contracts)

(1) Direct Costs	- Contract	_____
(2) Indirect Costs	- CFM	_____
	Special Air Lift	_____
TOTAL		_____

(Funds to be specified in VN\$ unless specifically to be paid in US\$).

3. It is recommended that this project approval be increased from _____ (Total Cost in VN\$ or US\$) to _____ (Total Cost in VN\$ or US\$) and that additional funds in the amount of _____ (Direct Cost only in VN\$ or US\$) be allocated for this project.

25X1A

/Signed, [REDACTED] or Division Chief
Title

(CONFIDENTIAL WHEN FILLED IN)

(CONFIDENTIAL WHEN FILLED IN)

(Sample format for Request for Project Approval)

Attachments: (When Applicable)

- A. Province Officer's Project Request
- B. Estimate of Costs including cost breakdown and comments by Area Engineer
- C. Proposed Project Layout/Plan
- D. Land Approval Documents

I certify that this project can be accomplished within the amounts shown in paragraph 3 above. Project Number _____ & Object Classification. _____.

Station Engineer

Date:

I certify that additional funds in the amount of _____ (\$VN or US\$) are available and allocated for the above project.

Chief, Finance

Date:

Cost Codes: _____

Total U.S. Dollars: _____

APPROVED:

(Appropriate Approving Authority-see APPENDIX A - STA. DIR. 45-16)

Date:

(CONFIDENTIAL WHEN FILLED IN)

ATTACHMENT 3 - PAGE 2
(APPENDIX F)

(CONFIDENTIAL WHEN FILLED IN)

(Sample format for Request for Project Approval)

MEMORANDUM FOR:

THROUGH : Station Engineer

SUBJECT : Request for Additional Project Approval to (Construct/
Alter/Repair) (type of facility) at (City/Town/Hamlet)
in (Province), Project No. _____.

25X1A

1. This memorandum contains a recommendation for action.
2. This paragraph should be constructed by the [REDACTED] to include, but not be limited to, the following:
 - a. Justification
 - b. This project to be accomplished by (Contract/In-House Forces).
The estimated cost for this project as prepared by (name of person or organization) is as follows:

(For In-House Projects)

(1) Direct Costs	- Labor	_____
(2) Indirect Costs	- Material	_____
	Labor	_____
TOTAL		_____

(For Contracts)

(1) Direct Costs	- Contract	_____
(2) Indirect Costs	- GPM	_____
	Special Air Lift	_____
TOTAL		_____

(Funds to be specified in VN\$ unless specially to be paid in US\$).

3. It is recommended that this project approval be increased from
(Total Cost in VN\$ or US\$) to _____ (Total cost in
\$VN or US\$) with no additional allocation of funds required for this
project.

/Signed [REDACTED] or Division Chief
Title

25X1A

(CONFIDENTIAL WHEN FILLED IN)

ATTACHMENT 4
(APPENDIX F)

(CONFIDENTIAL WHEN FILLED IN)

(Sample format for Request for Project Approval)

Attachments: (When Applicable)

- A. Province Officer's Project Request
- B. Estimate of Costs including cost breakdown and comments by /Area Engineer.
- C. Proposed Project Layout/Plan
- D. Land Approval Documents

I certify that this project can be accomplished within the amounts shown in paragraph 3 above. Project Number _____ & Object Classification _____.

Station Engineer

Date:

APPROVED:

(Appropriate Approving Authority-see APPENDIX A to STA. DIR. 45-16)

Date:

(CONFIDENTIAL WHEN FILLED IN)

ATTACHMENT 4 - PAGE 2
(APPENDIX F)

APPENDIX G

WEEKLY PROJECT STATUS REPORT

1. FORMAT - The form to be used is Attachment 1 to this APPENDIX. Copies are available from the Engineering Office, Saigon.
2. SUBMISSION - One thermofax or xerox copy shall be submitted WEEKLY to the Engineering Office, Saigon. This report MUST be in Engineering Office not later than Tuesday of each week. Although it is desirable that this report be prepared as of the last working day of each week, the actual date that is used will be dependant upon the courier schedule between the Field Office and Saigon.
3. PREPARATION - The xerox copies that are furnished are master copies and should be retained in the reporting office. This form is designed to cover an eight (8) week period thereby eliminating the weekly preparation in "total" of this report. Report only projects over \$1,000.00 US, both approved and proposed. ATTACHMENT 2 to this APPENDIX is a completed sample for your guidance.
 - A. Project Number - For approved projects use the Project Number assigned by the Engineering Office, Saigon. Leave blank for proposed projects unless the Engineering Office has assigned a Project Number.
 - B. Contract Number - Complete this column only when a construction contract has been issued against this project.
 - C. Project Location - Only the City where the project is located is required. It is not necessary to insert the province unless so desired.
 - D. Project Description - Insert the project title in this column.

NOTE: 3 A, B, C & D above may be either typed or printed as this information is static and will not change from week to week. All other columns should be completed in pencil as they are subject to change.

- E. % completion columns - Show the estimated percent of physical completion as of the reporting date. Show the exact date work was physically started and completed.
- F. Estimated Completion Date Column - A well educated guess. This is not intended to reflect the contract completion date for projects being performed by contractors but rather an estimate of when the project will be physically complete. This also

APPENDIX G - PAGE 2

applies to "in-house" performed projects. These dates may be expressed in month and year only or may be more specific if so desired. For your information the Engineering Office, Saigon uses only the month and year in preparing the monthly report. Should this date change merely erase and insert the new date. Insure that this date is current.

- G. Remarks Column - Place in here only pertinent remarks pertaining to reasons for delays, modifications to contracts (including either estimated or firm monetary amounts), changes in scope, etc. No comments are necessary if the project is proceeding without complications. It is realized that this column is small; however, it is the same size as is on the monthly report. Since this column is subject to change, merely erase and insert new remarks as necessary. This is not intended to restrain the field office from submitting more complete information on the project status. Additional comments may be made on a separate sheet identified by project number only.

Project No. _____

Date of Survey _____

Location _____

Facility _____

FIELD SURVEY (check list)

1. Prepare a site plan of the land intended for construction, noting all obstructions, existing buildings, trees, and utilities. The information shown shall be accurate and complete showing details, sections and elevations where necessary.

The survey shall reflect the following:

- a. Established TBM, location and description.
- b. Property lines
- c. Existing grades
- d. Existing water lines, size & location
- e. Existing electric Power, number of wires, location of poles, street lights power supply volts _____, cycles _____, Phase _____
- f. Existing storm drainage system, location of M.H., pipe size, invert elevation; top elevation: _____
- g. Existing Sanitary System, location of M.H., pipe & pipe size, invert elevation, top elevation.
- h. Existing, fence, height, thickness, type. Show section & spacing of posts & type.
- i. Soils classification to a depth of 1 meter (Use Std Civil classification of soils).
- j. Recommend bearing value of soils.
- k. Width of roads, surfacing, show section thru road. Use center line of road for orientation.

2. Question to be answered: (Circle answer)

- a. Is a fence required? Yes No
- b. What type is recommended? Barbed Wire, Masonry, Masonry w/wire
- c. Perimeter lighting required? Yes No
- d. Is water available? Yes No
- e. Is water supply adequate? Yes No
- f. Is a well required? Yes No
Recommended depth _____ meters.
- g. Is a ground storage tank required? Yes No Recommend storage capacity _____ C.M.
- h. Is commercial Electrical Power available? Yes NO. Will it be adequate? Yes No. State power characteristics Volts _____ Cycles _____, Phase _____
- i. Will side walks be required? Yes No
- j. Will it be necessary to provide flexible pavement from entrance to road? Yes No

ATTACHMENT 1

- k. Will erosion control be required? Yes No. Show sketch as recommended.
1. Water table: Dry season elev. _____, wet season elev. _____.
3. Storm drainage: Show sketch to indicate recommended location of head walls for day lighting effluent lines.
4. Comments: (Type write)

5. Recommendations (Type write)